



United States Department of State
and the Broadcasting Board of Governors
Office of Inspector General

Inspection of Embassy Dar es Salaam, Tanzania



Embassy Dar es Salaam was commended for its strong team spirit and overall effectiveness. The Ambassador engendered a “one mission” approach, marked by good cooperation among the sections and effective interagency coordination. The entire staff was “on message.” Following the February 2008 visit by President Bush, bilateral relations were at an all-time high.

The U.S. agenda in Tanzania is assistance driven. The United States is the major international donor, providing massive economic assistance, especially in health-related sectors. In FY 2008, bilateral assistance totaled \$662 million. Over the next five years, an additional \$698 million will be made available through the Millennium Challenge Corporation. Major programs in the health sector were especially well coordinated. Auditing was beyond the scope of this inspection, but it appears that assistance programs were well managed. Bilateral assistance programs created an expectation for long-term commitments that may not be sustained or sustainable. Meanwhile, Tanzanian dependency on foreign assistance and the distortions endemic to donor programs (notably supplanting Tanzanian government budgetary commitment to programs) posed policy dilemmas. The concept of reciprocal responsibilities between donor and recipient was embryonic and fragile.

The entire mission was engaged in the public diplomacy outreach program, feeding off of the Ambassador’s energy and participation. The objective was to ensure that all relevant assistance programs were clearly perceived to come from the American people, not individual agencies of the U.S. government. Nonetheless, the public affairs section was overstaffed with one of the largest locally employed staff complements in the region. The management section boasted a litany of accomplishments including the consolidation of International Cooperative Administrative Support Services, cooperative and productive meetings with management staff in other agencies, piloting new systems for the Department of State, performing well despite understaffed units, and dealing with ineffective computer replacements and limited bandwidth.

Unresolved political issues on Zanzibar with the prospect of possibly turbulent 2010 elections in the archipelago made this a focus of attention. The summer 2008 arrival of an American presence post /Zanzibar officer to work out of Embassy Dar es Salaam would enable the mission to follow those events more closely. However, establishment of an American presence post resident full-time on Zanzibar was on hold, reflecting budget-driven decisions in Washington.